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11 August 1952

STAFF CONFERENCE

Minutes of Meeting Held in Director's  
Conference Room, Administration Building  
Monday, 11 August 1952, at 1100 Hours

General Smith Presiding

Frank G. Wisner, Deputy Director for Plans  
Loftus E. Becker, Deputy Director for Intelligence  
Walter Reid Wolf, Deputy Director for Administration  
Robert Amory, Assistant Director for Research and Reports  
James M. Andrews, Assistant Director for Collection and Dissemination  
George G. Carey, Assistant Director for Operations  
H. Marshall Chadwell, Assistant Director for Scientific Intelligence

25X1A9A [redacted] Deputy Assistant Director for Communications  
[redacted] Sherman Kent, Assistant Director for National Estimates  
25X1A9A [redacted], Assistant Director for Personnel  
James Q. Reber, Assistant Director for Intelligence Coordination  
Huntington D. Sheldon, Assistant Director for Current Intelligence  
25X1A9A [redacted] Acting Chief, Technical Services Staff, ODD/P  
Colonel Matthew Baird, Director of Training  
25X1A9A [redacted] Chief of Technical Support  
Colonel Sheffield Edwards, Assistant Deputy for Inspection and Security  
[redacted] Staff B  
[redacted]ef of Operations  
[redacted] Administration  
[redacted] Staff C  
[redacted]y Chief, Staff D  
[redacted]ssistant to the Director  
[redacted], Assistant to the Director  
[redacted]sistant to the Director

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1. Mr. Wolf's Trip.

Mr. Wolf briefly discussed his trip to Europe and the Near East. His general impressions: that CIA field personnel are notably superior to those of other agencies except in maturity; that they are too isolated from Headquarters thinking; that this situation can be improved through more consultation and rotation, and more visits from Headquarters; that channels of communication remain a major problem. He commented with favor on communications construction work now going on in the field.

2. Organization and Personnel

a. The Director stressed the need for continuing to improve the quality of CIA personnel. He stated that it would become increasingly difficult to get into CIA and to stay in because we will maintain the highest standards of mental and physical competence. Adherence to such standards may leave the Agency in a tighter personnel position which will compel it to trim projects to fit capabilities.

b. The Director stated also that the accepted rotation and career service principles must be put into effect and that career positions should increasingly be filled from within the ranks of the Agency. As to rotation between the field and Headquarters, where this could not be accomplished without loss of efficiency, field personnel would be recalled for periods of consultation with Headquarters.

c. The Director set forth his concepts of command and responsibility and emphasized the need for decentralization of control where possible and for careful audit and inspection.

d. The Director noted that [redacted] is coming to the Agency to direct certain activities and that Lieutenant [redacted] upon retirement is expected to join the Agency as a member of the National Estimates Board.

e. The Director reported on Mr. [redacted] illness and noted that he will be away from the Agency for some time. 25X1A9A

f. Mr. Becker reported closer collaboration between operations and intelligence at Headquarters, citing exchange of personnel between these areas, and expressed his own wish to have intelligence personnel do tours of duty in operations.

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g. [redacted] reported the favorable working level reaction to the merger.

h. General Morris stated he would shortly call on the Assistant Directors to discuss personnel problems.

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